

Air Force assistant secretary visits AFBCA; advocates “People First”

by Shirley Curry
AFBCA Public Affairs



The Honorable Ruby B. DeMesme, assistant secretary for manpower, Reserve affairs, installations and environment, speaking to AFBCA employees.

“People First” was the lingering message left by the new assistant secretary of the Air Force for manpower, Reserve affairs, installations and environment, as she made the rounds recently to several AFBCA locations.

In her new position, Assistant Secretary Ruby B. DeMesme is the focal point for taking care of Air Force people, facilities and the environment. With an extensive background in people programs, it is no wonder that she practices a “People First” initiative.

“I believe that if you take care of the people, they will take care of the mission,” said Ms. DeMesme. She believes it is necessary to “focus on people as our most valued resource and provide them with the necessary support” because everything, including the mission’s success, ultimately depends on our people.

Ms. DeMesme visited the Rosslyn, VA office to lay out her “people first” mandate and to share her mantra: quality, excellence, and team work.

“Quality is the key to success. Every product we deliver must be of the highest quality.”

“Excellence goes along with quality, and enters the realm of personal integrity. It answers the question, “can we be counted on?” We must keep asking ourselves “how can I make a difference, how can I give input?”

The third part of the equation is Teamwork.

“This is the synergy that helps us to learn to negotiate, adapt and compromise. Working together as a team results in a much better product. It is not always easy to do, but essential.”

Last fall Ms. DeMesme visited the AFBCA operating location at the former Bergstrom AFB, now the Austin-Bergstrom Airport.

During both visits, Ms. DeMesme remarked that AFBCA was a successful group of experienced and dedicated professionals who work hard and well to be a leader in base conversion.

Gila River Indian Community purchases former Williams AFB golf course

by Gwen Brewer
AFBCA, Division C

A recent ceremony at the former Williams AFB, Arizona, signaled a coup in base redevelopment. The Gila River Indian Community (GRIC) successfully participated in the redevelopment of the base when it purchased the golf course for \$3,100,000.

“I know that this land will be even greater in the future than it was in the past,” said Honorable Ruby B. DeMesme, assistant secretary of the Air Force for manpower, Reserve affairs, installations and environment, who was the keynote speaker for the event.

“It is with great honor and pride that we transfer this land—The Toka Sticks Golf Course—to the Gila River Indian Community,” Ms. DeMesme added. The Indians began their quest when they saw an announcement that Williams AFB was closing. They saw an opportunity to reclaim a piece of land significant to their ancestors. The Community also wanted to expand and diversify and contribute to the local economy while preserving a part of their past. Their ambitions were achieved with the purchase of the Williams golf course property. *(Continued on Page 6)*



Holding check, l to r, the Honorable Ruby B. DeMesme; Cecil Antone, lieutenant governor, GRIC; and Urban Giff, community manager, GRIC.

DIRECTOR'S MESSAGE

Tools for success in the 21st century

by Mr. Albert F. Lowas, Jr.
Director

The Department of Defense (DoD) FY 2000 military construction budget request includes authorization for new rounds of base closures in 2001 and 2005. DoD continues to carry a huge support infrastructure that must be reduced in order to target investments toward 21st-century needs for weapon systems modernization and readiness.

Savings for the first four rounds are estimated to be \$14 billion by 2001, after which additional annual savings will be \$5.6 billion. With two new rounds, DoD would save \$20 billion on bases, plus \$3 billion a year will become available in 2008 to 2015 for the next generation electronics and precision weapons.

Ms. Ruby DeMesme, the assistant secretary of the Air Force for manpower, Reserve affairs, installations and environment, stated "additional rounds of base closures is the best approach for bringing military infrastructure in line with missions and force structure anticipated in the next century. It will give us more flexibility to respond rapidly to changing needs in times of crisis."

Our base conversion mission is unique and multifaceted. The Air Force leadership counts on us to effectively transition the closed Air Force bases from military to civilian reuse, and the communities look to us for guidance and assistance while they rebuild their economies. Today, every aspect of what we do and how well we do it is being

closely examined as discussions on additional base closings mount on Capitol Hill. All depend on us to meet our mission objectives in concert with strong leadership and stewardship of a multi-billion dollar program.

Our challenge in AFBCA is to take an even closer look at how we are meeting our requirements and how we can capitalize on our successes to meet the challenges of the 21st century.

Over the years, there have been more than a few innovations that brought improvements to various aspects of base conversion.

These innovations and the hard work of experienced and dedicated professionals in AFBCA have put 70% of base property in community hands to date; 20% is permanently deeded. Twenty-eight thousand reuse jobs are in place at former Air Force bases.

By the end of 2001, 22 out of 30 bases will have last remediation in place. Many of our bases are at, or fast approaching, the final stages of the conversion process. Indeed 14 bases have reuse at 90% or higher. As we work toward 100% property disposal, we will need to focus on how to manage a vast number of environmental remedies, utility payments, cost reimbursements, among other transactions in the outyears.

In this newsletter, we will discuss some new concepts and innovative tools for managing our future responsibilities



Mr. Albert F. Lowas, Jr.

and challenges as we work toward the last phases of base conversion.

Portfolio Management is one of our key initiatives. This tool will help us in the long-term management of various financial and real estate transactions at our bases. Portfolio management charts a new course for the way we will accomplish and track activity in the future.

We will also take a look at our approach to environmental hot topics that have a long-range impact, such as closing out sites and completing the cleanup program. Inactive management and monitoring of the environmental program will gain momentum as we reach the last milestone in the lengthy cleanup process.

With the ultimate goal of providing the best mix of forces, equipment, and support attainable within fiscal constraints, the Air Force has a tough job ahead.

We will continue to face many new challenges, exciting opportunities, and innovative ways to manage and excel.

Thank you for a job well done! I know I can count on all of you as we face the challenges that lie ahead.



Conversion Connection is an official, non-directive departmental publication. Its purpose is to educate, inform, motivate and update AFBCA employees on policies, programs, plans and news of the base conversion process and related activities. The views and opinions expressed in the periodical are those of the individual author, and not necessarily those of the Department of the Air Force or of the AFBCA.

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Division C Change of Command

by Shirley Curry
AFBCA Public Affairs

What made the AFBCA “guru of economic development conveyances” take on the tough challenge of managing a group of real estate and environmental people?

“An opportunity to blaze a trail through the last phase of base conversion,” answers Michael Ruzila, newly-appointed program manager for Division C. Ruzila replaced Charles Ray Hatch who retired last year (see below).

As the program manager for Division C, Ruzila will oversee the conversion of the eight Air Force BRAC bases in the mid southwest— Williams AFB, England AFB, Reese AFB, Kelly AFB, Carswell AFB, Bergstrom AFB, and Eaker AFB; and McClellan AFB in the northwest.

Ruzila has been with the Air Force for over 25 years, and has had extensive experience in real estate acquisitions and management. He was the supervisory realty officer with Headquarters, United States Air Force prior to accepting a position with the AFBCA in 1990.

As the senior advisor to the AFBCA director on technical and policy issues for real estate, he provided both technical and consultative services on BRAC real estate processes.

Ruzila sees this new position as a unique opportunity to integrate his acquisition and management experience with the disposal side of real estate.

“This agency is constantly changing. In its infancy when everyone and everything was new, it was a learning curve, a growth process.”

“As we complete the final stages of property disposal, we will enter a phase where we can implement process improvements.”

“Regionalization was the start of that process. All remaining real estate and environmental actions at Carswell AFB, TX, England AFB, LA, and Williams AFB, AZ were realigned to the regional operating location (ROL) last year, resulting in annual savings of \$1,166,000.”

“We were able to present Richard Pautz, ROL site manager, a Special Act Award for his efforts to accelerate and transfer workloads at this OLs. This is the first time an effort of this magnitude has been accomplished during the Air Force base conversion process, and Dick and his team wrote and executed the plan on how to get it done.”

“This is an exciting time. It is rewarding to be a part of the communities’ plans, and witness their redevelopment efforts blossom.”

Ruzila believes in the SAF/MI and AFBCA Director’s “people first” concept. He appreciates the value and importance of efficiency, effectiveness and team work.

“I see my job as twofold: making sure our people have the resources to do the job and ensuring that nothing distracts from that objective.”

Ruzila earned a bachelor’s degree from Northeastern University; a master’s degree in real estate and urban development from American University; and he attended Boston University’s School of Law.

He has two adult sons, Steven and Paul.

Ray Hatch receives Outstanding Civilian Career Service Award as he says farewell to AF

by Gwen Brewer
AFBCA, Division C

When Ray Hatch retired, instead of having the staff give him a retirement party, he reversed precedence and gave a party for “his people.”

“That’s the way Ray is, he takes care of his people, making sure they are recognized for what they do,” said Albert F. Lowas Jr., director of the Air Force Base Conversion Agency.

Ray Hatch, former program manager for AFBCA Division C, was an innovative engineer and an astute business person. He was also a pioneer in the civil engineering community. He was the first civilian to earn an M.S. degree in facilities management from the Air Force Institute of Technology. Hatch implemented the PALACE ACQUIRE Intern Program for civil engineers. He was an original program manager for AFBCA, a key player in the development of initial Caretaker Agreements with local reuse authorities, and a trailblazer in the base conversion process.

Although instances when Hatch excelled throughout his career are too numerous to mention, clearly his career with AFBCA exemplifies his visions and beliefs.

“Ray’s vision and innovative ideas were adopted not only by the Air Force but the other services as well,” Lowas said.

“He built a reciprocal relationship of mutual trust and understanding with senior Air Force leaders, local communities, and members of congress,” he added.

After completing his federal career on a high note, Ray and his wife Judy, plan to spend their time traveling around the world.



Posing for a farewell photo with Ray, l to r, Joyce Frank, deputy director, AFBCA; Richard Pautz, ROL site manager, Bergstrom AFB; Albert F. Lowas, Jr., director, AFBCA; and Ray Hatch, former AFBCA program manager, Division C.

Portfolio Management: What it is, what it will do

by Shirley Curry
AFBCA Public Affairs

When you first hear the term “portfolio management,” most people think of investments, securities, and commercial paper owned by an individual or a company. In AFBCA, Portfolio Management means something entirely different. The following interview with Richard D. Jenkins, who has been instrumental in developing and is currently overseeing development and implementation of Portfolio Management, describes this new function.

Why was Portfolio Management developed?

The conversion of Air Force base property into civilian reuse involves a vast amount of transactions ranging from the initial decision by Congress to close the base to issuing final conveyance documents. We need a user-friendly system to store, process and track each of these actions and also serve as a checklist for future actions. We also want a standardized way to track accounts receivable transactions. When fully developed, Portfolio Management will do all this and more.

What is Portfolio Management?

Portfolio Management is a comprehensive Microsoft Access-based information management system. It is designed to enable us to manage the process and responsibilities associated with the conversion of Air Force bases. It will integrate real and personal property, financial, and environmental responsibilities and allow us to manage a portfolio of transactions at all stages.

What will it do for me?

First, our primary goal was to develop a system that is not only user-friendly but meaningful to a wide range of users, while at the same time alterable and adaptable to future needs. We have accomplished that.

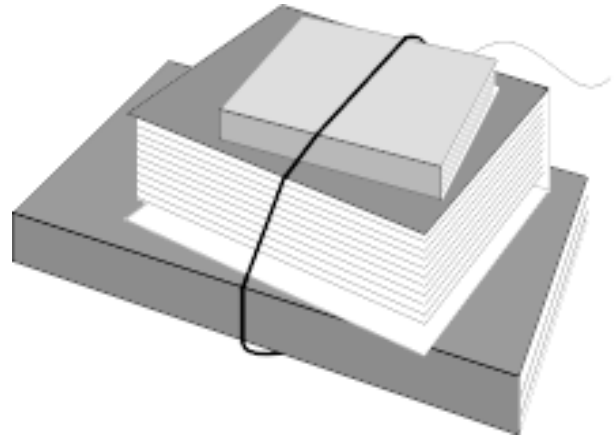
Another very important function the system performs is the tracking of accounts receivable to help us identify money received or projected to receive for each transaction processed. As a result of our success in conveying property, we now receive numerous checks for these transactions that must be credited against the right transaction.

A standard document tracking mechanism will allow us to track payments and status of accounts at various stages of a transaction. A reports generation feature will generate recurring standard reports and provide for customized reports. A “reminder” system develops schedules and suspenses for future key milestones; it even captures past accomplishments of on-going projects. Built-in internal controls and audit trails will enable us to account for our legal obligations.

A filing component even allows central filing of original source documents that will be centrally managed, but available to AFBCA personnel when needed.

How easy is it to use the system?

Like any new system it will take a while for everyone to become proficient. In developing PM, we worked hard to only use familiar management information system protocols and language from publications such as the AFBCA Process Guide, Base Reuse Implementation Manual, and the Federal Property Management Regulations. We only ask essential data be loaded and most of the time the user is only inputting dates or dollar figures, or making “yes” or “no” entries.



What are the next steps?

Next we will load the financial (accounts receivable) history and get this portion of the system fully functional. This portion should be fully operational by the end of March. Other steps include automating our real estate transactions and eventually tying them to environmental cleanup.

Is there going to be any training?

We have had several group training sessions and have offered one-on-one training on request. Our goal is to assist each person inputting data until they are comfortable with the system.

When will the system be available?

For Rosslyn personnel, the answer is now. It is not yet available to the operating locations, but Rosslyn staff are working with OLS to complete data entry sheets. The accounts receivable data gathering phase was outlined in a Feb 10 memorandum to program managers, site managers and senior representatives. The next step is to load financial transactions.

Who makes up the PM team?

Derry Fivehouse and Rich Myers of AFBCA Legal Division; Cortina Barnes, Financial Management Division; Gary Shoemaker, Environmental Division (XP); Bonnie Harris, Executive Services Division; and myself are developing the system. However, this has been a team effort—each Rosslyn office realty specialist reviewed the system before it was loaded and provided comments and input.

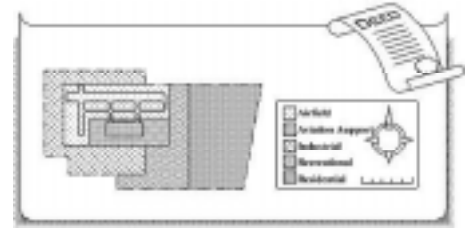
For more information call Mr. Jenkins at 703-696-5256.

AFBCA looks at institutional controls

by Shirley Curry
AFBCA Public Affairs

If there is contaminated groundwater remaining underground on property to be transferred at a BRAC base, the property owner [grantee] will likely be restricted from drilling wells, using the groundwater for drinking water or agricultural purposes, and/or construction activities below a certain depth. How will the new owner find out about these use restrictions and how will the Air Force ensure that remedial action (natural attenuation) is not interfered with by the property owner? AFBCA has put together a management strategy for how the Air Force will implement, monitor and enforce Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) institutional controls (ICs) at closing or realigning Air Force bases.

How does this strategy work? The following interview with Claire Biunno, assistant chief counsel, AFBCA legal division, who is spearheading this effort, answers this and other questions on this topic.



What are institutional controls?

ICs are non-engineering mechanisms used to complement and support a CERCLA Remedial Action. ICs are a component of the Remedial Action and can be classified in terms of their importance to protect the integrity of the Remedial Action to protect the public from exposure to residual contamination.

How are they used?

ICs can take many forms. An IC may be a fence, a sign or a buffer zone of any shape or size. It could also be a type of use restriction contained in a property deed or lease, a zoning restriction or an easement calling for the prohibition of certain activity that may pose a risk to the environmental remedy or to the public.

Describe the strategy.

The AFBCA IC Strategy addresses how the Air Force will *implement, monitor and enforce* ICs at closing or realigning bases. It establishes an interactive process that involves environmental, real estate and legal staff working together with the community to produce a sound and realistic approach for implementing ICs.

Base-specific tools are developed in the *implementation* stage. A checklist to organize and plan for the establishment and maintenance of ICs is used by the workgroup to create a base specific document that describes the tools and methods to implement ICs at the base. The checklist is based on the DoD Guidance for Institutional Controls at Closing Military Installations.

Information obtained in the implementation stage is used to

formulate the *monitoring* profile of the IC. Data from these first two phases will be used to meet the requirements of the milestone actions in the Environmental Site Closeout Process that was developed last year.

At the *enforcement* stage, relationships and arrangements will be put in place with appropriate state or local governmental entities to ensure that institutional controls are enforced in the event a violation occurs. Many stakeholders have a vested interest in maintaining ICs. Federal, state and local entities will need to work together to ensure the integrity of an IC and the protection of public health and safety.

How are communities involved?

AFBCA's strategy emphasizes prevention and education as the best way to ensure compliance with the ICs and, at the same time, permit the community and grantees on former Air Force installations to enjoy use of its property.

During the implementation phase, grantees, the LRA, regulators and the larger community will be given information about the ICs associated with various cleanup actions on the property. The information consists of a

map depicting the Remedial Actions and institutional controls on each conveyance parcel

pamphlet with an 800 number for grantees' use for reporting any damage to monitoring wells or interference with the ICs

description of the six cleanup scenarios commonly found at Air Force bases (for example, excavation of contaminated soil and off site disposal)

and associated ICs

layering strategy checklist and IC classification of sites on the base.

Tell us about the working group.

We are using two coreworking groups to evaluate and refine the strategy.

A BRAC Environmental Coordinator (BEC) test group consists of nine BECs. Mr. Mario Ierardi, environmental engineer, is the AFBCA/Environmental Division point of contact.

Coordinated by Mr. Dominic Frinzi, Assistant Chief Counsel, AFBCA Legal Division, a layering workgroup consists of Rosslyn, VA real estate and environmental representatives. This group has been joined by a program manager and will at appropriate times be joined by public affairs representatives. Meetings and conference calls are scheduled every other week for the next several months as we go through the implementation phase.

When does this go into effect?

The layering workgroup is now working with the Norton Operating Location to create an IC strategy checklist for that base. The results will be tested with the BEC test group, which has already submitted comments on various documents. The intent is to work with every OL until each base has completed the process.

How can I get more information?

As certain documents are finalized in the next few months, they will be available on the AFBCA web site at: <http://www.afbca.hq.af.mil>.

For more information call Ms. Claire Biunno, 703-696-5360 or Mr. Dominic Frinzi, 703-696-4353.

Homestead homeless center is national model

One of 5 cities in United States

by Lyne Hunter

Senior Real Estate Specialist, Division D

On November 13, 1998, at Homestead Air Force Base, Miami-Dade County dedicated its second Community Homeless Center to address the needs of the homeless in the county.

Obtaining 84 acres of vacant property at Homestead through a U.S. Department of Health and Human Services-sponsored public benefit conveyance enabled the Community Partnership for the Homeless, Inc. (CHPI) to now serve the population in South Miami-Dade County. CHPI opened its first center in downtown Miami in October 1995, and through September 1998, served more than 8,500 people.

Mr. Albert F. Lowas, Jr., director of the Air Force Base Conversion Agency, congratulated the Mayor and community leaders at the dedication ceremony on their foresight, persistence and cooperative spirit.

The U.S. Department of Housing and Urban Development provided large grants to strengthen the primary care and advanced care sections of CHPI's Homeless Assistance Plan (Plan).



Alex Penelas, mayor, Miami-Dade County and chairman of the Miami-Dade County Homeless Trust, and Albert F. Lowas, Jr., director, AFBCA.

According to CHPI Chairman Alvah Chapman, the Miami-Dade community has been designated as one of five cities in the United States with a Plan that is a potential national model for eliminating homelessness.

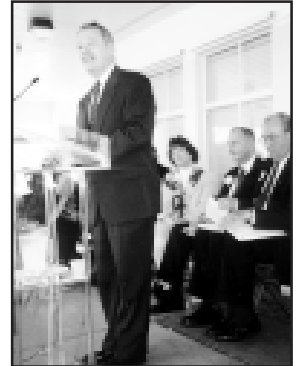
National recognition of their Plan brought government financing, which in turn spurred a true public/private partnership to fund and implement the needed infrastructure to run the ambitious project.

The Homestead Center required more than \$8 million in construction funding as well as significant gifts in-kind, but provides an attractive, healthy, and encouraging atmosphere for healing and growth.

The Homeless Trust is the parent organization which has been soliciting funds and in-kind donations since 1993. To date, they have raised approximately \$20 million.

The Homestead Center joins other redevelopment efforts that are taking place on the revitalized base—a regional park, vocational school, Job Corps, as well as military and federal tenants.

The Air Force is proud to be a public partner in this innovative, successful program," said Lowas.



Albert F. Lowas, Jr., director, AFBCA, speaking at south Miami-Dade Homeless Assistance Center. (Seated, Lynn Summers, executive director, CHPI).

(Gila River continued from Page 1)

"Land is a part of the tribes' creation," said Emmett White, Tribal Elder and spiritual leader of the Gila River Indian Community. "Regaining the land is regaining a part of the past."

Ms. DeMesme commented, "There's a lot of history here. In my travels to the bases, I often meet people who have been stationed at "Willie". It's no wonder, since more than 27,000 pilots successfully completed undergraduate pilot training at this base," she continued.

Advocates such as Honorable J. D. Hayworth, United States representative from Arizona, supported the community in its effort to purchase the land.

"This was a base that did so much for our Nation's history," Hayworth said. "If we look at the different functions that have found a home here on what used to be an Air Force base, as this air base has diversified, so too is this tribe diversifying in its economic endeavors."

Transferring the land to the Indians required innovation and creative thinking.

"A lot of people were skeptical about whether or not it could occur," said Wayne Nordwall, director of the Bureau of Indian Affairs' Phoenix Area Office.

To expedite the transaction, the Air Force transferred the property to the Department of the Interior; the Department of Interior then transferred it to the Bureau of Indian Affairs. The BIA will hold the land in Trust for the Indians.

The Pima and Maricopa tribes have inhabited a part of central Arizona since their ancestors, the Hu Hu Kam farmed the land in 300 B.C. The two tribes united in 1939 to form the Gila River Indian Community.

"I am happy to be on land of the Pimas again," White said.

AFBCA a leader in successful cleanup

by Linda Geissinger
AFBCA, Division D

In a race without a visible finish line, environmental cleanup is often difficult to measure. However, one yardstick, called Operating Properly and Successfully, or OPS, provides a seal of approval that proves we are doing a good job. So good, in fact, that if our remedy or cleanup system is deemed to be "operating properly and successfully," we then can transfer property by deed.

The OPS statute was enacted by Congress in 1992 in an amendment to Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) section 120(h)(3).

Achieving OPS takes teamwork.

The regulatory agencies and the public are typically involved in cleanup decisions long before any equipment is installed and running. But once a cleanup system, such as a groundwater treatment plant or landfill cap, is in place, an OPS demonstration can be initiated. Each OPS demonstration must pass quality control and assurance tests over a period of time to provide enough data to deem it successful.

Only six OPS demonstrations have received U. S. Environmental Protection Agency concurrence in the nation.

"By the end of last year, the Air Force Base Conversion Agency achieved OPS determinations for three sites at three

different closed bases," said Mario Ierardi, environmental engineer, AFBCA Environmental Division.

In 1996, Norton Air Force Base was the first, receiving EPA approval for their groundwater treatment systems installed to treat TCE, and soil vapor extraction of the TCE source area. Some of the property over the TCE contaminated groundwater is deeded and more is in the works.

In 1998, Mather received OPS approval for its groundwater pump and treat system that also treats TCE contamination.

This property is now being deeded to Lewis Homes, a private builder developing a community of single family homes on the former base property.

Also last year, the former Pease Air Force Base received OPS approval for its 23-acre landfill cap and natural attenuation of groundwater that had been affected by the landfill before the cap was installed in 1996.

"Achieving OPS is a major milestone in the base conversion process requiring collaborative efforts by all parties. The concurrence of these demonstrations allows for deed transfers of property for the community's immediate use," said John Smith, chief, AFBCA Environmental Division.

"Only six OPS demonstrations have received U.S. EPA concurrence in the nation—three are at Air Force BRAC bases."

Innovation results in win-win

by Al Loftin
AFBCA Environmental Coordinator, Environmental Division

One of the Air Force's highest dollar land and facilities deals took shape in Illinois with a lease that places approximately one third of the O'Hare Air Reserve Station into the hands of the City of Chicago. Meanwhile, replacement facilities for the 126th ANG are under construction at Scott Air Force Base, IL near St. Louis, Mo. "This is the largest Air Force project that is being paid for by another entity, and one of the best win-win situations the Air Force has experienced," said Mr. Jimmy G. Dishner, Deputy Assistant Secretary of the Air Force for Installations (SAF/MII).

When O'Hare ARS is officially closed on July 31, 1999, the City of Chicago will have control of all 359 acres of prime real estate next to the O'Hare airfield, and the Air Force will have brand new facilities well under construction that will house an entire unit at Scott AFB.

Mr. Dishner continued, "This has been one of the more unusual BRAC actions in the Air Force."

During the 1993 Defense Base Closure and Realignment Commission deliberations, the City of Chicago proposed that it would pay for the relocation of the Air Force units in exchange for title to the property. This proposal became a part of the 1993 Commission report and law.

However, O'Hare ARS would not become an "official" BRAC installation until a purchase agreement could be signed.

In the fall of 1996, after complex negotiations, the Air Force and the City of Chicago signed a Purchase Agreement. That agreement, which contained the framework for a master lease arrangement, has been the blueprint for all subsequent actions.

An 8-acre parcel has been deeded to the City and a lease for two parcels has been signed. While environmental investigations are being completed, groundbreaking for the new facilities at Scott AFB is underway.

By July 31, 1999, the Air Force plans to have the rest of the Station leased and/or deeded to the City, and to have moved all the Air Force personnel and their needed equipment to Scott AFB. *(Continued on Page 8)*



Standing, l to r, Lt. Col. Paul McHugh, SAF/GCN attorney; Mr. Al Loftin, AFBCA environmental coordinator; Mr. Dan Fleming, OL site manager & BEC. Seated, l to r, Lt. Col. Karen Kohlhaas, SAF/MII; Mr. John Vranicar, consultant to the city of Chicago; and Darlene Kolassa, OL realty specialist.

Hats off to BCA training selectees!

by Shirley Curry
AFBCA Public Affairs

Summer ushers in outdoor activities — soaking up sun, frolicking on the beach, swimming, vacationing, spending time in the yard, and more. While some BCA'ers are looking forward to enjoying these pleasures, others are at or getting ready to go back to school doing research, reading 800-page books, sitting in lecture halls, writing essays, and solving case studies.

AFBCA employees have been selected for a lion's share of training opportunities that were awarded over the past year.

Joyce Frank, AFBCA deputy director, has been selected to attend the Federal Executive Institute (FEI) in Charlottesville, VA. She will join managers from other federal civilian agencies for four weeks of intensive personal and professional development.

The FEI was established in 1968 as an interagency residential learning center for the government's "most talented and promising people." The curriculum addresses broad perspectives basic to effective performance in the senior executive service.

Lyne Hunter, senior real estate specialist, Division D, was selected to attend Air War College at Maxwell Air Force Base, Montgomery, AL, for the 10-

month course of study beginning in August 1999.

She will join officers from all branches of the armed forces, international officers and civilians of equivalent rank from U.S. government agencies.

Air War College is the senior school in the Air Force professional military education system to prepare selected people for key staff and command assignments.

Lynn Hancsak, environmental coordinator, Division A, has been selected as an alternate for the prestigious Princeton Mid-Career Fellow in Public Affairs program at the Woodrow Wilson School of Public and International Affairs. If one of the two primary selectees is unable to attend the school for academic year 1999-2000, Ms. Hancsak will attend the university under this program.

Dale Jackson, program manager, Division D, and **Gary Kuwabara**, real estate specialist, McClellan AFB OL, have been attending courses as participants in the Defense Leadership and Management Program (DLAMP), a joint services training program for the Senior Executive Service.

Key components of the six-year program consist of a career broadening rotational assignment, attendance at a

senior-level professional military institution, and completion of advanced graduate level courses. The program's structure is to provide the framework for developing civilians with a DoD-wide capability for key leadership positions.

The Council for Excellence in Government selected **Naim Qazi**, senior environmental engineer, Division B, to participate in the 1998-99 Fellows program. The program consists of developmental experiences, including monthly seminars led by top industry and government executives, site visits to leading corporations, case studies focused on strategic management issues, and other special events.

The EIG was developed as one method to improve government through the development of our leaders. Qazi will participate in a year of lectures, seminars, mostly in the D.C. area, both on and off duty as part of this program.

Elton Wilson, real estate specialist, Division A, has been away at Air Command and Staff College located at Maxwell AFB, Alabama. The College will run for 10 months. Mr. Wilson began classes last August.

Upon completion in June 1999 he will return to his duties in Division A as the Rosslyn Real Estate Specialist for Mather, Loring and Plattsburgh Air Force Bases.



Happy retirement! Bob Gypes and Jimmy King, Lowry AFB, retired in December 1998.

(O'Hare innovation continued from Page 7)

"Preliminary conceptual plans indicate that the western half of the property would be used for Cargo/Freight Forwarding and Light Industry, and the eastern half would be used for Office/Hotel/International Conference Center," said John Vranicar, consultant to the city of Chicago. Vranicar worked with Mr. Dishner during the entire process to personally broker the deals and to see to their implementation.

The city has not yet developed final plans for the property. However, major reuse is underway. This month, United Airlines announced its intention to construct a new world headquarters on O'Hare in the year 2000, bringing more than 1,000 jobs to the area.